

Meeting:	Overview and Scrutiny Committee
Date:	Tuesday, 25 April, 2006
Subject:	Urban Living Organisational Arrangements and Middle Management Review (MMR)
Responsible Officer:	Executive Director, Urban Living
Contact Officer:	Andrew Trehern
Portfolio Holder:	Environment & Transport Councillor Phil O'Dell Planning Development & Housing Councillor Keith Burchell Communications, Partnership & Human Resources Councillor Marie Louise-Nolan
Key Decision:	No
Status:	Part 1

Section 1: Summary

Decision Required

Members are asked to note the contents of this report.

Reason for report

To enable the Scrutiny Committee's review of MMR to be completed.

Summary

This report provides Elected Members and Urban Living staff, with a comprehensive overview of progress to date, to implement the new organisational and management arrangements within Urban Living.

The establishment of the Urban Living Directorate in 2003/04, which drew operational teams from virtually all of the old organisational Divisions, has necessitated a fundamental review and repositioning of all elements of the new service Directorate.

Although Urban Living has struggled to establish a new fit for purpose business unit, much has been achieved (both in terms of service development and support for Corporate initiatives e.g., BTP) over the last year, and the organisational arrangements which have now been developed, are based on recent operational experience and a comprehensive understanding of customer, staff and organisational needs for the future.

The MMR process within Urban Living will be substantially complete by the 31 May, 2006.

Cost of Proposals

Urban Living's new organisational and management arrangements have been configured to enable achievement of budget targets in 2006/07 and beyond.

Risks

There are no specific risks flowing from this report.

Implications if recommendations rejected

Further delay in the development of the Urban Living Directorate.

Section 2: Report

2.1 Brief History

The Urban Living Directorate was formed as part of the "New Harrow Project" in 2002/03. The new Directorate brought together teams previously deployed from each of the old Departments, and most of the old Divisions.

It was always understood that substantial organisational change would be required at all levels, to enable Urban Living to be fit for purpose to meet our customers needs and expectations in the 21 Century.

It was, and is intended, that Urban Living would/will be led and directed by four Chief Officers; i.e., an Executive Director and three Directors.

However, although three new people were brought into the organisation in 2004, none of these remain employed by the Council. Additionally, a relatively long serving Chief Officer, retired early.

The Directorate's organisational arrangements changed a number of times throughout 2004/05, as the new Chief Officers introduced their ideas. However, it was not possible to consolidate any of these new structures, and Urban Living's failure to make the progress originally intended.

Urban Living provides the Council's "Universal Services" and is "operational" 24 hours per day, 365 days per year.

The Directorate employs approximately 1,300 people, across a very broad range of professional, technical, operational and supporting disciplines.

The Directorate will spend approximately £155m in 2006/07 comprised £120m revenue and £35m capital.

2.2 Organisational Arrangements 2006/07

Appendix 1 provides an overview of the Directorate's organisational groupings. Consultation with relevant Portfolio Holders, Unison and staff, in respect of this general arrangement was undertaken in the Autumn of 2005. The detailed organisational arrangements, who will introduce wide ranging changes at all levels within each group, are substantially complete, including consultation with Trades Unions and staff. The exceptions to this are Public Realm Infrastructure Services and Support Services.

The Public Realm Infrastructure Team has of necessity, focussed on three key programmes over 2005/06; i.e., the procurement of the £100m partnership (approved at April Cabinet), the completion of the Local Implementation Plan (to 2010/11) to be approved at April 06 Council, the delivery of the largest ever Public Realm Capital Programme (£15m). However, work is now underway to progress the Group Level organisational arrangements to enable the completion of MMR.

The Directorate wide Business Support Services Group, will be established as a virtual team in 2006/07. Urban Living's Departmental Groups are currently located at various locations within the Borough (Aspect Gate, Garden House, Central Depot) and within the areas of the Civic Centre which have yet to benefit from refurbishment. Additionally, Urban Living's Support Services function will be subject to substantial change, as a result of the implementation and development of BTP. It is therefore not possible or desirable, to establish a single group at this stage, although this will be essential in the medium term, to ensure achievement of necessary capacity, efficiency, cost and quality gains. However, the key management posts are being made to enable and ensure coordination and development of existing arrangements and services.

2.3 Management Arrangements

Appendix 2 provides an overview of Urban Living's Management structure.

The Urban Living Management Team is comprised of:-

Post Title	No. Posts	Permanent Appointments	Interim Appointments	Vacant
Executive Director	1	1		0
Directors	3	1		2
Group Managers	9	7		2
Strategic Senior Professionals	3	0		3
Service Managers	27	14	4	9
Total	43	23	4	16

With the exception of three Service Manager posts in Public Realm Infrastructure Group, two Service Manager posts in Housing and the three Strategic Senior Professional posts, all of the management posts have been advertised internally, and where necessary externally.

Recruitment action has been on-going since the Autumn of 2004, with some posts having been advertised on a number of occasions.

Urban Living is currently (April 2006) being led by an Interim Management Team comprised of the Executive Director, Director of Strategy and Business Support Services, six Interim Heads of Service, the Group Manager Finance, and two Support Service Managers.

Appendix 3 provides an overview of the interim arrangements, which have been working most effectively.

Significant recent achievements include:-

Community Safety Services -	Implementation of new Licensing requirements Launch of Borough Beat Launch of Community TV
Public Realm Infrastructure -	£100m strategic partnership Local implementation plan £15m Capital Programme
Public Realm Services -	Audit Commission 2 star good service.
Housing Services -	ODPM approval of options appraisal and planning to achieve decent homes
Planning Services -	No longer a planning standards authority

Property Services -

Establishment of a completely new group which consolidates all property management and maintenance activity.
Civic Centre refurbishment programme
Strategic partnership project launched.

Business Support Services -

Wide ranging preparations for commencement of BTP First Contact.

2.4 Middle Management Review

In 2004, Urban Living employed 78 "M Grade staff". Appendix 4 provides an overview of these staff, which have been categorised using the new (2006) organisational groups.

- 24 "M Grade staff" have left Urban Living - including retirements, transfers, etc..
- 3 "M Grade staff" have indicated their interest to retire.
- 3 "M" Grade staff" have been displaced to date, and will be offered reasonable alternative employment.
- 34 "M Grade staff" within Urban Living have yet to be processed through MMR
- 14 "M Grade staff" have been appointed to new Middle Management or Professional Officer posts.

78 Total

Additionally, six Middle Management appointments have been made using external applicants, and a further two using internal candidates, who were not "M Grade".

Good progress is now being made to complete role profiles, and to subject each new post to job evaluation. At this stage, it is intended that MMR within Urban Living, will have been completed by 31 May 2006.

However, achievement of this objective, which has been discussed with the Director of HR, will be dependant on the availability of necessary H.R. personnel, and other staff to enable the establishment of balanced panels. Additionally, the arrangements for interview may clash with candidates annual leave and other absences. Individual arrangements will be made to ensure that these team members are taken through the process in a most timely way.

Work has also commenced to create an effective strategy for the remaining external recruitment, which will need to be undertaken for all staff grades and disciplines, during the current year.

2.5 Financial Implications

The configuration of the new Urban Living Organisational arrangements have been constrained by available resources.

There are no adverse financial implications at this stage.

However, it is essential that sufficient flexibility is maintained to facilitate an effective response; to any variation in resource allocation (revenue and capital); and developments which will available through BTP and Urban Living's two strategic partnerships (Public Realm Infrastructure and Property).

2.6 Equalities Impact

The establishment of Urban Living's new organisational arrangements and the implementation of MMR within Urban Living, have been and will continue to be undertaken in compliance with the relevant Council procedures, to ensure effective management of equalities issues.

2.7 Legal Implications

This report has no legal implications.

2.8 Section 17 - Crime and Disorder Act 1998 Consideration

The services provided by Urban Living all have a substantial impact on reducing crime, disorder and anti-social behaviour.

The new Departments of Area Services and Property Services, all enable and facilitate collaborative working across the Council and with our key partners.

Section 3: Supporting Information/Background Documents

Background Documents: None.